



DEPARTMENT OF THE ARMY

U.S. Army Corps of Engineers
WASHINGTON, D.C. 20314-1000

REPLY TO
ATTENTION OF:

CERE-ZA (405)

12/12/95

MEMORANDUM FOR SEE DISTRIBUTION

SUBJECT: Executing the Homeowners Assistance Program (HAP)

1. Responsibility for executing the HAP is not currently distributed to best support our customers or Corps employees. Our customers are our only reason for being in business, and in a HAP type of service program we must ensure applicants receive their benefit payments as quickly as possible. Our people are the heart of the organization; they deserve just, timely and sensitive treatment.

a. The HAP is a benefits program which provides timely financial support to service member and federally employed homeowners negatively impacted by a DOD closure or realignment announcement. This occurs when the announcement causes a decline in the real estate market. Timely support requires a trained staff, in place, to assist applicants when DASA(I&H) approves programs.

b. The HAP represents a mission which is unrelated to other Corps functions. In HAP, we deal with installation commanders, housing office staffs and applicants. There is no interface with military engineering, environment or other Corps related functions. Additionally, except for early contacts with installation commanders, staffs and applicants for briefings and town-hall meetings, HAP is executed through the mail and over the telephone. Proximity to installation serviced is not a factor in good HAP customer care.

c. The HAP is mostly, although not exclusively, tied to BRAC actions. Since the BRAC 95 announcement is the last of the current series, we expect the significant HAP workload to last only six more years.

d. Estimating whether installations on future BRAC lists will require a HAP is dependent on many variables affecting the housing market. Hence, BRAC 93 decisions, and other realignment actions not requiring BRAC deliberation, identified potential HAP installations in regions where several of our districts are understaffed for

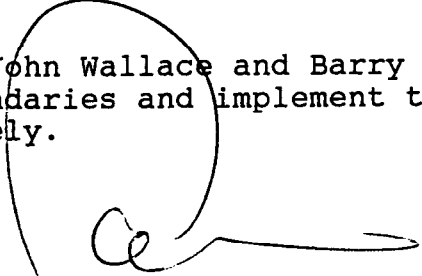
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HAP. Additionally, some districts with adequate staffing last year will be over strength next year and the year after. BRAC 95 workload distribution is at hand. We must solve this problem now.

2. We requested and received input from your directors of real estate on the problem. We incorporated their thoughts and studied several courses of action. There was one basic assumption: all HAP districts execute the program at a high level of customer care and efficiency. When the study was completed, your directors of real estate were briefed on its recommendation and again asked to comment. I decided the best alternative assigns missions based upon regional support from three districts: Savannah, Ft. Worth and Sacramento. Baltimore District will complete ongoing HAP programs and ramp down staffing as these programs are completed. This course best balances Corps employee interests, customer care and changing mission requirements. It provides flexibility to assign missions to trained HAP teams, demonstrates our concern for members' well being, and continues our timely customer care. Other courses of action would result in possible RIFs, reduced customer care, or dissolution of trained teams to temporarily plus-up other districts. These three Districts will become Mandatory Centers of Expertise (MCX) as per EC 5-1-49. Other USACE commands will be mandated to use the designated services rendered by the MCX by regulations and/or other authorized policy documents.

3. I have directed Messrs. John Wallace and Barry Frankel to establish HAP mission boundaries and implement this decision, effective immediately.



PAT M. STEVENS IV
Major General, USA
Deputy Commander

DISTRIBUTION:

COMMANDER

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